

ATTALLAH KAPPAS, M.D.

June 17, 1986

Dear Dr. h,

I write to urge that this unfortunate medical episode of mine not result in any delay in contacting Dr. Crystal and determining, in your own interview, his suitability for appointment to the Rockefeller Hospital staff.

Your last meeting with him was brief because 1) the prolonged Council session which overlapped the time scheduled for Crystal.

D. Crystal is the product of an intense, broad & well-thought out search, extending over 3 years. This 3 year period reflects

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and David & about his qualifications
but only the time it took to
work certainly about the field we
feel would be the best new
scientific addition & moderate to
the University.

The Committee in his favor
was 7:1. The 1 deserter has his
own serious conflict of interest. More-
over even he admits that Crystal is
pre-eminent in his field - he simply
thinks that we ought to have a
"different kind of science" represented
at the Hospital. That is an
extraordinarily presumptuous statement
for someone to make who has not
made any significant contribution
to generating the financial support

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vital to maintaining the Hospital & who does not participate in its activities whatsoever - save for using periodically the facilities. (60 bed days in 5 years!) provided thru the efforts and leadership of his colleagues.

Cristol will be nationally acknowledged as a major researcher & Rockefeller & the University will be seen to have perceived the impending opportunities in research & in clinical application of the new work in pulmonary biochemistry to be initiated.

The comments of an odyssey nature alone "turnover &" numerous

4.

of differences in getting along with him
etc - all conveyed by people lacking
courage to put their views & writing /
must be discounted in the face of
the report letters in low received box /
him & his work from last spring begins
in the field & the resources recomme-
nded of a Hospital Board Committee
& which both clerical & basic prices
was well represented .

Speech is commercialized in
wager & - Candidates are sensitive
to the masses surrounding their
considerations . If Dr . Brock had not
decided on the spot to afford me to
a laboratory head position at Rockfield
& would have certainly retained it & charge
of Howard had not to be a year to
make up their mind about the
Filarial Chair in Paviaally I
would not have turned down down

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So it will be with Capital if you do not communicate with him quickly and at least have a long & intervals conversa^tion with him & let him at least know your intentions.

To delay while reasons are searched out & travel slows will be fatal - this would be an affront to the candidate & lose him & would insert a committee which to work less perturbingly hard & bring before you a major figure or decision maker by today.

Once the interview is fixed - & it should be long enough & be of such a breadth that it leaves an interval in time -

6.

Now one may pause & think about
the commitments needed & about
the man - qua - man.

At present he is an influential
figure at an early age in a
field increasingly pointed to Parkfield
& most easily vulnerable to the
extreme. It is in the pulmonary
field what Jon Breslow is in
his field - and we must move the
Hospital with due care of the kind
of science if it is to stay a leading
institution in the future.

How many people are there
with Crystal's scientific strengths
and the ability to relate these
strengths so directly to welfare?

Our 3 year search gives you
the answer to how few such people
there are - KEP